DESIGN SENSE

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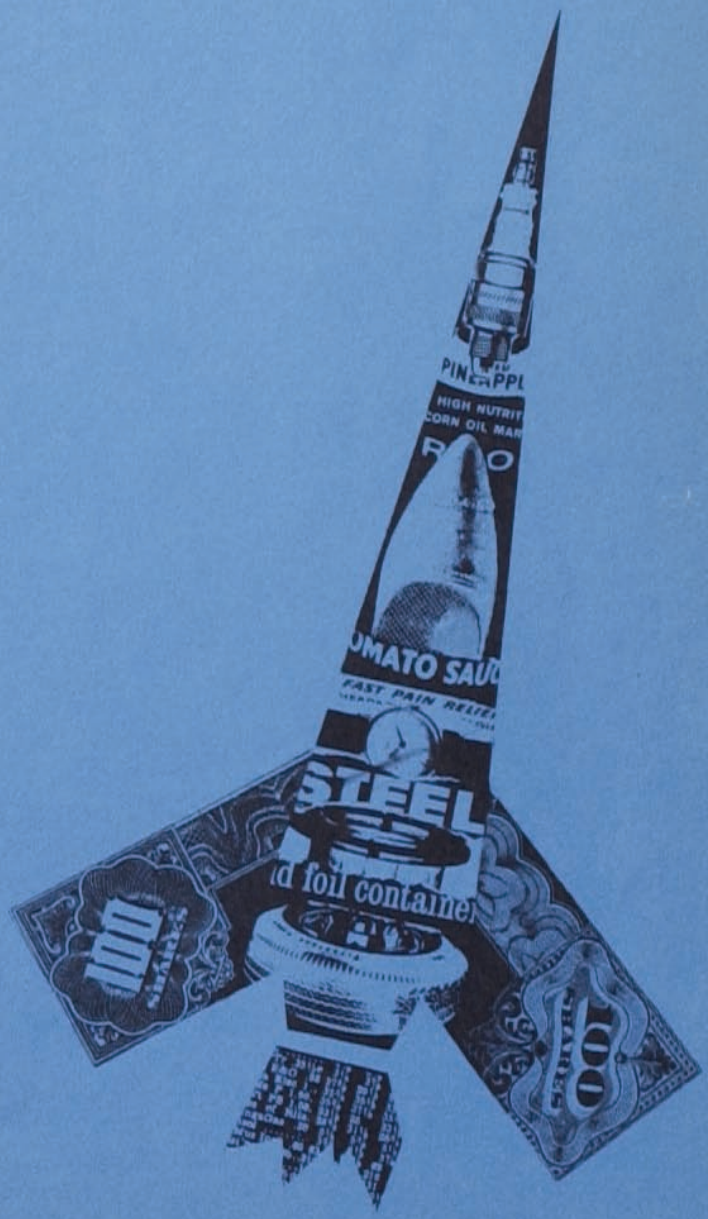

Communication Pitfalls of Mergers: How to Avoid Them. . . . . page 3

Launching a New Package . . page 10

Launching a merged industrial complex into a successful marketing orbit is the key challenge of the '60's. Prior to count-down, all managerial talents, from the administrative to the financial to marketing, must mesh. The payoff: A corporate reputation that projects multiple activities to the firm's many publics from the investor to the consumer.

DESIGN SENSE 25

MERGERS: PANACEA OR PITFALL?

Here is the range of answers from Lever's to Campbell's, Olin's to GE's, as giants seek solution to merger-caused marketing problems 3

HOW NESCAFÉ BUYS A NEW LOOK

The story of Nescafé's new shape and package pegs factory-to-shelf reasoning when a leading brand changes dress for its market 10

COMING: CENTRIPETAL MARKETING

A first excerpt from the new book, "Innovations in Marketing", by Theodore Levitt, member of Harvard faculty and L & M plans board

THE MALADIES OF MERGERS

A lot of big, successful companies that are acquiring or merging with other companies are headed for disillusionment and perhaps disaster.

The reason?

Many are lumping their diverse companies and operations under the umbrella of an old corporate name which has become inappropriate because of mergers.

Others are using hybrid and hyphenated names that only serve to confuse the investing public, without managing to sell their diverse products to their prospective customers.

A handful are even developing some new and totally unrelated space age names that have about as much lasting usefulness as product fads like hoola-hoops.

In these competitive Sixties, there are few companies left that have been neither wooed nor tempted by a merger.

Yet it is the merger inspired by purely financial rather than marketing reasoning which is the chief culprit in corporate disillusionment where important name franchises with consumers, industrial customers and the financial community are concerned.

We feel therefore that the merger status report, which starts on page 3, contains a challenge for top management in every major corporation.

KEY MERGERS OF THE EARLY SIXTIES

AMERICAN STEEL FOUNDRIES (has changed name to Amsted Industries, Inc.) railroad and industrial castings, roller chains, cast iron pressure pipe, pipe coatings	**R. D. WOOD CO.** cast iron pressure pipe, valves, fittings **WHAT CHEER CLAY PRODUCTS CO.** clay sewer pipe and fittings
CAMPBELL SOUP CO. soups, juices, frozen foods	**PEPPERIDGE FARMS** baked goods
CHESEBROUGH-POND'S cosmetics, toilet goods, proprietary drugs	**Q-TIPS** cotton swabs
CLUETT, PEABODY & CO. apparel (Arrow Shirts)	**BOYD-RICHARDSON CO.** apparel stores
COCA COLA CO. soft drink beverages	**MINUTE MAID CORP.** frozen juices
DOW CHEMICAL CO. chemicals, plastics, packaging products (Saran Wrap)	**ALLIED LABORATORIES** research
FORD MOTOR CO. passenger cars and trucks and auto accessories	**PHILCO CORP.** tv-radio receivers, electronics
GENERAL FOODS CORP. packaged food and grocery products	**MAX DINISMAN INTERESTS** barbecue sauce
HUNT FOODS & INDUSTRIES canned and packaged foods, men's and women's shoes	**WESSON OIL & SNOWDRIFT CO.** cooking fats and oils
NATIONAL DISTILLERS & CHEMICAL CORP. liquor, industrial chemicals	**BRIDGEPORT BRASS CO.** brass, copper and bronze mill products, aluminum and special metals
STANDARD OIL CO. OF INDIANA petroleum refining and marketing	**IMPERIAL CASUALTY CO.** all forms of insurance except life

CORPORATE IDENTITY: A MERGER CASUALTY?

This month, when Thomas S. O'Neill, chairman of the board of General Tire & Rubber Company, looks over his annual report, he will see an industrial complex with little resemblance to the General Tire & Rubber Company of the mid-Fifties:

Today General Tire sales exceed $809 million annually from its aerospace rockets, ownership of television and radio stations, distribution of feature films, and manufacture of plastics and chemicals in addition to tires and rubber products.

Yet how many General Tire consumers and industrial customers know the full range of this company's products and services? How many investors are aware of General Tire's growth and diversification?

Certainly the corporate name links General Tire exclusively to the tire and rubber business. Nor does the firm go out of its way to proclaim its activities in other areas, diverse and profitable though these might be. In effect, each manufacturing and service division operates separately.

But General Tire is not the only company whose corporate identity has stood still despite its diversification mergers. Indeed the problem of reflecting a corporate identity changed through merger affects nearly every industry today.

Since 1957, more than 5,000 U.S. corporations have grown through mergers and acquisitions. In 1961 alone there were more corporate mergers (1,234, according to the Federal Trade Commission) than at any time since the war. This FTC figure represents a hefty 22% jump over recorded 1960 mergers. For a random listing of mergers in the early Sixties, look at the chart on this page.

"Our company finds that it is much more effective and economical to use the umbrella of our name, Olin, over as many products as is logical and possible, rather than to promote a wide variety of unrelated names and trademarks."

Henry H. Hunter, Director of Communications, Olin Mathieson Chemical Corporation

One of the first big marriages of 1962, for instance, merged Van Norman Industries, Inc., a "Big Board" company since 1941, into the Universal American Corporation. The result: A widely diversified company with a 1961 gross of some $125 million and operations ranging from missile base construction to textile machinery.

And throughout the Sixties, as mergers continue at a rate of four per business day, financial rather than marketing reasons will continue to motivate most of these corporate moves.

Thus it is not surprising that today a liquor company has gone into the metals business, a gunpowder firm makes food, a lobster company produces chemicals, a car company sells television and radio sets.

But is management aware of the mutli-million risks it assumes if it merges assets without merging corporate communications?

Here are the key pitfalls that spell the difference between corporate success and failure after the marriage of assets has been consummated:

• *The new stock issue may fail to achieve adequate or proportionate investor support.* Wall Street is certainly responsive to the corporation which makes known its size and diverse activities. But when a merger-formed corporate giant hides behind a dated and limited reputation, the financial community may ignore its new investment potential. For instance in the late Fifties, the highly-diversified Textron Company suffered from its previous exclusive link to textile production.

• *The impact of multi-million advertising budgets can be fractionalized and dissipated, without producing sales commensurate to expenditure.* Until recently, Olin Mathieson Chemical Corporation had diffused millions of dollars in sales impact through divisional advertising via five agencies which was completely divorced from the parent company name. Today every advertising dollar promotes not only the products of specific divisions, but the Olin name as well.

• *New and old consumer products may not reach their potential share of the market, when they must struggle for individual brand acceptance.* Campbell Soup, conscious of these competitive risks, is currently beginning to spread its corporate Campbell umbrella over the merger-acquired Swanson, Franco-American and Pepperidge Farm lines.

In the case of a horizontal merger-acquisition, when a giant in a field buys up a smaller company in the same or in a related business, the resulting submergence of the smaller firm's identity may be of little consequence. If the dominant company has a strong identity that is readily transferrable to the new division, its endorsement may sometimes compensate for the loss of the small company's own franchise with its customers.

General Electric, for example, is the classic case of a strong name which can endorse a very broad range of products and services. When GE merged with Monowatt and Telechron, it simply dropped these brand names despite their previous equity, to avoid detracting from the well-promoted GE name. Thus, the advertising campaign for any GE product helps sell other GE products as well, and the divisions which were previously Monowatt and Telechron gain the additional benefit of a heavily-budgeted corporate umbrella.

However, rarely are mergers or even merger-acquisitions this simple and clear-cut. More often today, the merged companies are in entirely different and disparate businesses. And in such instances, the merger sometimes goes by unnoticed by the publics with which each of the two merged corpora-

tions deals. To a large extent, this was the case when General Tire & Rubber Company bought up the RKO Picture Corporation, for example.

In such a case, financial experts combine the assets of two corporations, but leave the resulting identity questions unanswered. Overtly such a merger neither adds to nor detracts from the reputations of the two merged companies.

Factories, showrooms, studios, offices continue to operate with their pre-merger look. Marketing strategies evolve autonomously. When consumer products are part of such a merger, the new identification is limited to the FTC-required fine print. In effect, each company, brand and service has to stand on its own feet, just as if the merger had never taken place.

It is difficult at best to add apples and electronics and come up with a meaningful total. But even the combination of apples and oranges may result in little more than a corporate fruit salad.

What is the impact upon the consumer, for instance, when two companies in related package goods industries decide to merge?

The complexity of such overtly simple and marketing-oriented mergers is illustrated in this situation:

Unilever-owned Thomas J. Lipton Company has acquired Good Humor. Good Humor is in the early stages of marketing a new line of soft drinks. Under which of these three corporate umbrellas should the new product be sold?

Here are some questions that management had to answer before making this marketing decision:

1. Is the Lever name sufficiently well known in the food business to gain quick consumer and trade acceptance for a soft drink?

Multiple brand names and trademarks had diffused sales impact. New 'Olin' identification now sells a great diversity of industrial and consumer products

2. Could Lipton transfer its reputation in the beverage field to a new soda pop?

3. Would Good Humor's identification with ice cream reduce total cost of marketing a soft drink line?

Because of the obvious marketing ties between ice cream and soda pop, the soft drink line will bear the Good Humor name.

Perhaps the answer would have been different if Lever's corporate identity, even like GE's name-building policy, encompassed the broad spectrum of food products as well as soaps and detergents.

Certainly a strong link between the corporate name and its brand names can be an important factor in marketing new products. Compare Kraft and General Foods on this score:

Since Kraft is employed as a corporate name as well as a brand signature, the consumer can readily tie Kraft products to their corporation.

General Foods markets its products under distinct and separate brand names. Neither Kraft nor General Foods now sell ice cream.

Suppose the managements of both companies decided to enter the ice cream market. Kraft could go into that business with a far smaller advertising expenditure than General Foods because of the great acceptance of the Kraft name. General Foods' new brand would have to be built from a standing start in terms of endorsement.

Yet there is no formula for creating an effective corporate identity. And unless the identity is sufficiently broad and encompassing, it may become obsolete as soon as new corporate opportunities, whether through merger or new product introduction, dictate a change in the company's previous direction.

Johnson's Wax, for instance, has been a consistently effective corporate umbrella for the various related products marketed under that label. What would happen to Johnson's name equity, however, if the company decided to branch into the detergent field, to cite just one example?

An increasing number of the package goods giants are concerned today about the many ramifications of this fact. They are becoming more aware each day that even a quality reputation in the food field, for instance, such as General Foods', does not in itself

CORPORATE IDENTITY CONCEPTS BLEND DIVERSE ACTIVITIES:

COMPANY NAME	PROBLEM
UNION CARBIDE	Although it is one of America's largest corporations which already had an accepted hexagon trademark, increased effectiveness through a discipline of divisional nomenclature was required along with controls to maintain the graphic effectiveness.
ARMCO	This innovator of "new steels" became convinced of the necessity for an outward appearance to match its diversification and position in the industry. Assimilation of acquired divisions with strong corporate name and brand name equities was also involved.
TENNECO	The legal and geographic limitations of its gasoline brandname necessitated creation, research, and selection of a new one along strong, effective graphic design to justify its step to major brand status.
CENTRAL SOYA	This major feed producer lacked a strong corporate identity and a clear delineation of its divisional operations embracing its variety of functions and lines of products.
AMSTED	American Steel Foundries, as a name, no longer was fitting for the many kinds of products and services of the company. Renaming, restructuring, and new unifying graphics were needed to reflect corporate management's new activities.

Campbell's Red Kettle Soups, and stressing the Campbell name, because it is in this food area that the company got its start. However, each brand seems to stand on its own feet, and each label is built individually.

Whether this policy will maintain once the Campbell Quality endorsement has been applied to the full range of Campbell-owned food products is another question.

However, the advantages of an effective corporate identity are not confined to consumer products. On the sophisticated sales level, with industrial customers, the effects of a well-integrated corporate identity are often more discernable.

When Lippincott & Margulies, Inc. designed a corporate identity program for Weyerhaeuser Timber Company, for example, every corporate communication from factory sign to calling cards came into play. The importance of the latter becomes apparent if the viewpoint of the potential customer is considered.

On the strength of his calling card alone, which salesman would get in to see the vice president in charge of purchasing for Elizabeth Arden?

Joe Smith
Kieckhefer-Eddy Division
Weyerhaeuser Timber Company

or

Joe Smith
Folding Carton Division
Weyerhaeuser Company

The second and new card obviously conveyed to Joe Smith's potential customer what products the salesman could offer to Elizabeth Arden.

Calling cards were, of course, only among a broad range of corporate communications affected by Weyerhaeuser Timber Company's new corporate identity program. The chart on pages 6-9 shows the broad sweep of corporate identity problems that must be considered in designing a more effective identity for a diversity of industrial, consumer product and service companies.

Sometimes the earliest step in a corporate identity program may be the contraction of an unwieldy, merger-caused corporate name. This step was one of the first solutions to the diffused-image problem which once faced the Olin Mathieson Chemical Company. Today Olin's corporate identity program is in an advanced stage.

A STRONG, UNIFORM VISUAL IS A VITAL CORPORATE UMBRELLA:

COMPANY NAME	PROBLEM
STANRAY	The Standard Railway Equipment Mfg. Company had diversified into such fields as air terminal equipment, motor boats, etc., and needed not only a new name, but also new graphic identification to project better its real scope and personality.
MURPHY	Medium sized petroleum producer and refiner. As a step toward integrated marketing including international operations, lines of service stations were purchased requiring the unification that effective design could provide
ASSOCIATED SPRING	Strongly autonomous divisions were being welded into a more efficient group by means of strong centralized head office control. This process demanded restructuring, renaming, and integrated design.
XEROX	This growth company whose unique copying process resulted from advanced technological skills, required confirmation of a name change and design of an identity reflecting stability, research-mindedness and precision to complement its meteoric rise.
U.S. STEEL	One of the world's largest manufacturing complexes sensed the need for broadening its corporate look which, at the same time, could effect a more closely knit relationship among its many diverse divisions.

Henry Hunter, Olin director of communications, tells it this way:

"Two years ago, we found we had 21 different brand names spread over our divisions. Our advertising and promotion efforts were, to put it mildly, diffused. What little over-all identity we had was concentrated on an 'O-M' logo which looked like a pumpkin sitting on a sagging bedspring. All this has been changed as the result of research and expert marketing advice.

"Now we have a graphic formula which relates the name of the division to the parent name, Olin. Brand names — except in the case of Squibb and Winchester, in which there was considerable equity — have also been made uniform to carry out the Olin theme. We have no doubt whatever that this plan now gives a larger initial acceptance to new products. It also gives many times the impact to the Olin name through our regular advertising, because of consistent and uniform use."

A specific example of the impact of a corporate identity program upon industrial buyers comes from the Fairbanks Whitney Company, an industrial complex with sales in excess of $140 million from manufacture of water systems, generators, precision machine tools, missile components, sporting arms and defense weapons among other diverse products.

Fairbanks Whitney's predecessor, the Penn-Texas Company, had grown to a $14 million sales volume in 1954, strictly from coal and natural gas, prior to a series of diversification mergers.

Three years ago, Fairbanks Whitney president David Karr felt that the corporation had outgrown its Penn-Texas identity, and the corporate name was changed to its present nomenclature. The new name came from two of the company's major and best-known divisions, Fairbanks-Morse (diesel locomotives) and Pratt & Whitney (machine tools).

Says Dave Karr: "We felt that 'Penn-Texas' projected a dated image, reflecting the firm's origins in the coal, coke and natural gas business. Fairbanks Whitney gives a more accurate picture of our diversified industrial activities today."

Here is the way the Fairbanks Whitney name, now promoted throughout the company's operations, recently helped sales:

IT HELPS REINFORCE ALL SALES AND COMMUNICATIONS DOLLARS

VERBAL COMMUNICATION			GRAPHIC COMMUNICATION		APPLICATIONS		
Communicative Name Change	Nomenclature System	Product Name Change	Logotype Design	Symbol Design	Stationery & Business Forms	Product & Packaging	Architecture or Transportation
		MURCO SPUR	SPUR	SPUR	SPUR	SPUR	
XEROX CORPORATION			XEROX CORPORATION		XEROX CORPORATION	XEROX CORPORATION	XEROX CORPORATION
	USS			USS	USS	USS	USS

The firm's Pratt & Whitney division launched a new tape-controlled, transistorized drill. Within months, the drill was accepted in its market place.

"The Penn-Texas name would have done little to establish this drill among industrial buyers," says a Fairbanks Whitney sales management executive. "Given the aid of a name with a prestige image, however, the new machine tool gained quick acceptance among buyers."

While the sales impact of a corporate identity program is measurable to a degree through market research and sales analysis, its impact upon the financial community is more difficult to isolate. Certainly, the fluctuations of stock quotations continue to elude scientific measurement.

Nonetheless, the importance of favorable recognition among brokers and the entire financial community has certainly not been lost upon corporate management. It is all too easy for a company to be bypassed as an investment opportunity, if the financial community still thinks of the corporation in terms of a dated identity.

One case in point was Textron, before it embarked on a major corporate identity program.

During the Fifties, this company launched an ambitious program of diversification through merger. When the financial community was surveyed a little later, however, the majority of those interviewed still associated Textron with textiles.

Actually, textiles today account for less than 20% of Textron's total earnings. And, among the many Textron divisions are such profitable and nontextile concerns as Textron Metals, Homelite, Camcar Screw & Manufacturing, General Cement Manufacturing and Shuron Optical.

Today, Textron Inc. is in the process of solidifying its growth through acquisitions, and has knuckled down to the ordinary business of running a very diversified and sprawling industrial complex.

It's patently obvious that both the managerial responsibilities and the challenge of shaping a cohesive and meaningful visual identity for the entirety of the Textron complex is no easy task.

The company must reflect its mixture of defense, consumer, metallurgical and textile operations, in order to make itself recognized and properly understood in the business and financial community.

The direction of this task, from a top management viewpoint, falls to Rupert C. Thompson Jr., a former Providence, R.I. banker who is now chairman of Textron Inc.

Says he, of former Textron head, Royal Little, "Royal Little had the genius and vision to build up this company from $57 million worth of assets to $295 million in seven years."

Thompson's task, on the other hand, is to turn the manufacturing complex that Little built into a cohesive, continuous and regularly profitable industrial concern.

Strangely enough, many marginal corporations who tried to fight off disaster by taking the merger route realized the importance of a name equity in appealing to potential investors before their more reputable corporate counterparts did. Thus Wall Street experienced an amusing name-game phase in recent years:

While the professionals knew that mergers don't necessarily produce a corporate alchemy, some managements still sought salvation by this means. And, topping it off, a wave of faddish glamor-names suddenly appeared out of nowhere.

An extreme case is the former fertilizer firm which recently sought a market boost by adopting a name with a definite Cape Canaveral ring. Indeed, in the late Fifties, an improbable number of companies merged and emerged with names right out of orbit, on the false premise that the electronics boom would rub off on them.

Obviously, however, the corporate identity problem is not that simply solved. It neither ends with the choice of an effective nomenclature, nor does it stop at product endorsement. Rather, corporate identity, when well programed and designed, is the sum total of favorable impressions made upon all the people with whom a corporation has contact.

When a corporation merges only its assets and not its communications, it risks losing all the equities it developed with these publics during its previous business life. The results spell identity chaos, and often also financial disaster.

Rupert C. Thompson Jr., chairman of the Textron Inc. board

Working team: (l. to r.) L&M V.P., Creative Dir. Walter J. Young; Nestlé Marketing V.P. Robert C. Shropshire; Nestlé Group Product Mgr. John E. Thompson; standing, Nestlé Adv. Sls. Promotion Superv. William Schlabach; L&M Design Dir. James Hight

HOW NESCAFÉ LAUNCHES ITS NEW LOOK

The most competitive battle since World War II is raging today on the shelves of supermarkets throughout the country. A key reason for each brand's fierce struggle for survival and supremacy: The average supermarket stocks 6,000 different items, and turns away twice that many every year.

Yet it is this year that Nescafé, continuously one of the two leading instant coffee brands, is introducing its dramatically different jar, label and cap.

Why should a successful package goods manufacturer tamper with proved advantages? What are the risks in changing? How does Nescafé minimize these, and what sales advantages does the instant coffee producer see in the new packaging concept?

"The intense competition in the instant coffee industry is a basic reason why we constantly review the consumer impact of our packaging," says Robert C. Shropshire, Nestlé's vice president in charge of marketing.

"As every manufacturer of a supermarket-distributed product knows, the packaging is the last salesman working on the consumer when she must cast her dollar-vote of preference for a product. As the last in a long line of communications between the producer and the customer, the packaging must therefore be in harmony with all the previous communications, and it must also close the sale."

In Spring 1961, when Nescafé decided to change packaging, the Nestlé marketing team assigned the project to Lippincott & Margulies. In Spring 1962, the new Nescafé "see thru" jar went on supermarket shelves, supported by a multi-million air media campaign.

The intervening year divided into four stages of development:

First Lippincott & Margulies' plans board, headed by L&M president Walter P. Margulies, and including vice president and creative director Walter J. Young, account manager Wallace C. Kamens and research director Edwin F. Lefkowith worked on a new packaging concept.

Nestlé research proves effectiveness of new packaging. L&M used cap for deals to keep label legible and free.

Bright, attention-getting label includes advertising copy, "43 beans in every cup," to serve as a point-of-sale reminder. New Nescafé glass jar becomes a design factor and lets consumer see the amount of coffee left. Jar shape is easy to grasp

By summer 1961, L&M presented the new Nescafé jar designs and models to a Nestlé team headed by Nestlé president Hans J. Wolflisberg, Robert Shropshire, group product manager J. E. Thompson, and William Schlabach. The new jar was approved and considered ready for the acid test: consumer research. The playback of this research, supervised by Nestlé's own researchers, proved that the new "see thru" jar with its new label and cap had more than achieved their objectives.

In the first months of 1962, Nestlé developed a multi-million network and spot television and radio campaign to announce and support the mid-April introduction of the new Nescafé jar in retail outlets throughout the country.

"The new Nescafé jar design is in keeping with our effort to stress the product's image as a high-quality full-bodied real coffee," says Jack Thompson, Nestlé's Coffee Marketing Division, group product manager.

The designed-in sales advantages of the new Nescafé container — in its two-, six-, and 10-ounce sizes — can be summed up this way:

- The new jar has excellent attention-getting features, both in the high label position, which counters recent low-label designs on competitors' products, and in the simple, strong brand statement.
- The modified carafe shape of the jar is easier to grasp and hold in one hand. Not only is it more attractive than the traditional jar, but it is easier to take off supermarket and cupboard shelves.
- The attractive glass jar is a fitting complement for any home table setting. This is another device for upgrading the product, and assuring repeat sales.
- The high placement of the label, which leaves more than half of the glass jar exposed, makes it easy for the housewife to tell when she's running low on coffee. It is, of course, also a device for using the rich roasted coffee color of the product in the glass jar as a sales device, reminding the consumer that Nescafé is made of pure coffee.

Says Nestlé's Bill Schlabach: "Every aspect of the new design has been carefully tested. We're convinced now that we have a package for Nescafé that will be particularly attractive to instant coffee purchasers and thus increase in-store sales of the product."

Lippincott & Margulies as well as Nestlé are also conscious of the manufacturer and dealer advantages in the new product package:

- The heavily advertised "43-bean" copy line has been incorporated into the label, so that the radio and television message is repeated and reinforced at the point of sale. This line, which has been a major theme for Nescafé during the past two and a half years, is thus integrated into that important consumer contact — the packaging itself.
- The label, used on the recessed part of the jar, is continuously protected against scuffing in shipment.
- Production costs for the elegant new container have been kept to a minimum by L&M, which reduced the label size and converted from an expensive and gratuitous use of foil, to high-quality paper.

Says L&M's Walter J. Young, vice president and creative director who supervised the Nescafé design project:

"The new Nescafé container satisfies our criteria for (1) retaining important graphic equities inherent in the established brand; (2) developing a unique new packaging concept with built-in consumer service features; (3) achieving the marketing goals without plunging the manufacturer into added costs or production problems."

If you have missed any of these issues of design sense, please write us with your request for past copies:

DESIGN SENSE 12 – How much is good design worth?

DESIGN SENSE 13 – Corporate Identity, Part One

DESIGN SENSE 14 – Corporate Identity, Part Two

DESIGN SENSE 16 – Revolution in the Marketplace

DESIGN SENSE 18 – Design for World Markets

DESIGN SENSE 19 – Design for Systems Marketing

DESIGN SENSE 20 – A New Approach to Product Planning

DESIGN SENSE 22 – Advertising and Total Marketing

DESIGN SENSE 23 – The Marketing Concept Package

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